MLCC

MANITOBA LIQUOR CONTROL COMMISSION

79th annual report • 2002

For the fiscal year April 1, 2001 to March 31, 2002

Mission Statement

The mission of the MLCC is to promote the safe, healthy and responsible use of beverage alcohol products, thereby generating revenues for the province.

Corporate Values

Moderation	promote responsible use as a way of life
Quality Service	care for our customers, suppliers and one another
Focus on Results	getting the job done right
Continuous Improvement	moving ahead in everything we do
Integrity and Fairness	nurturing respectful business relationships
Importance of People	fostering a positive workplace that builds teamwork, mutual respect and encourages individual development

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Board of Commissioners

The Manitoba Liquor Control Commission's corporate structure is typical of Provincial Crown agencies. The seven-member Board of Commissioners oversees the activities of the Commission. The Board Chair reports to the Minister Responsible for *The Liquor Control Act*, who, in turn, reports to the Legislative Assembly.

Licensing Board

The Licensing Board considers applications for licences and determines the appropriate disciplinary action for breaches of *The Liquor Control Act*. These decisions may be appealed to the Board of Commissioners.

The provincial government appoints all Board members. The day-to-day operations of the Commission are the responsibility of the President and Chief Executive Officer who reports to the Board of Commissioners.

Chair's Message

On behalf of the Board of Commissioners, I am pleased to report that Fiscal Year 2002 was the Manitoba Liquor Control Commission's most successful year ever with a return of $163.3 million in profits to the Province of Manitoba for service and programs for its citizens.

Fiscal 2002 also resulted in several notable accomplishments for the Commission. Amendments to *The Liquor Control Act*, as a result of a Public Review of the act in 2000, were passed by the government and implemented in August, 2002. Perhaps the most highly anticipated change allowed for the sale and service of alcohol on Sundays. Other changes included standardizing the hours of operation for all licensed premises; allowing the interests of the public to be taken into account when reviewing existing licences; and creating new offences regarding disorderly and intoxicated persons in and about licensed premises and for persons using false or altered identification as proof of age. These amendments are positive steps toward modernizing and improving *The Liquor Control Act* and are a direct result of consultations during the Public Review Process.

I am pleased to report good progress is being made in our work with the Manitoba Tourism Education Council, and the other members of the Responsible Server Committee, to train licensees and their staff in the "It's Good Business" course. During 2001-2002, over 3,000 managers and over 4,500 servers received training in the mandatory responsible server program.

Social Responsibility continues to be a high priority for the Commission. I am extremely proud of the Commission's newest program to address alcohol and pregnancy issues with the launch of the "With Child – Without Alcohol" program. This public information program, developed with the assistance of a number of agencies with expertise in the area of fetal alcohol syndrome, was launched in March 2002 and has been well-received by the public. The program is our largest undertaking in the area of social responsibility and represents a bold move by the entire Commission to step out into the forefront of this important issue.

On behalf of the Board of Commissioners, thank you to the Management and Staff of the Commission for your continued hard work and dedication throughout Fiscal Year 2002.

Carmen Neufeld
Chair
July, 2002

President & CEO's Message

I am pleased to report that the Commission enjoyed its most successful year to date with an increase of $4.7 million in profits to the province over last year! Our success can be directly attributed to the direction set by our Board and the dedication and hard work of all our employees.

Helping us to surpass our financial goals this year was the addition of Sunday sales and service. Sunday shopping has been generally well received by our customers. The most frequent comment we heard was, "It's about time". We think so too and our employees have worked hard to ensure that customers enjoy a positive shopping experience seven days a week.

Over the past few years, the Commission has worked diligently to improve its customer service and our professional shops and customer surveys tell us that hard work has paid off. While our service and our profits have never been better, we are continuing the momentum and are turning some of our attention to ensuring that the Commission remains a good place to work.

In 2002 we committed to address employee health through a number of workplace quality improvements. Those improvements have already begun with our LINK project that will see 22 outdated computer systems replaced with a more integrated system over the next two years.

In addition to strong financial results and a strong commitment to our customers and our employees, the MLCC continues to position itself as a leader in the area of social responsibility. We are extremely proud of our "With Child – Without Alcohol" program. This public information and education addresses a serious and growing problem in our society, that of the effects of alcohol on pregnancy and fetal alcohol syndrome. Thanks to the vision of the Board of Commissioners and the assistance of numerous organizations and agencies this program has become our largest, if not our most important social responsibility program to date.

My thanks to the Board of Commissioners, to our employees, industry partners and our customers for helping to make this past year one of the most significant in the history of the Commission.

Dan Lussier
President & CEO

Strategic Initiatives – The Year in Review

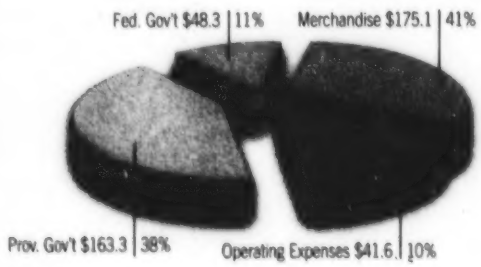
How did the MLCC achieve the outstanding results of this last fiscal year? By following a roadmap to success! That roadmap is represented by our Strategic Initiatives featuring five key theme areas. Financial, Social Responsibility, Customer Service, Business Effectiveness and Workplace Quality.

Financial

***Goal** – Continue to be an important contributor to Manitoba's general revenues through the controlled sale of beverage alcohol products and services.*

Fiscal Year 2001-2002 proved to be the most successful year ever in the history of the MLCC! Beverage alcohol sales were fueled by the introduction of Sunday sale and service. While all product categories experienced moderate growth in sales, the beer and cooler/cider categories enjoyed the greatest gains due to ideal summer weather conditions. Cooler/cider sales were driven primarily by the demand for new and innovative products.

Return to the Province: **$163.3 Million for Manitobans**



Additional payments to the Province (in millions):

- Retail Sales Tax - $12.6
- Environment Protection Tax - $1.7
- Waste Reduction & Prevention Tax - $0.4

Additional Payments to the Federal Government (in millions):

- Goods and Services Tax - $29.8

PROFIT AND EXPENSE RATIOS (IN THOUSANDS)
FISCAL YEARS ENDING MARCH 31

	1998	1999	2000	2001	2002
Sales	366,322	379,929	393,535	400,825	422,604
Gross Profit	176,767	182,312	188,211	190,690	199,140
Net Profit	149,432	151,710	156,304	158,613	163,316
General and Administrative Expenses	30,482	35,238	36,398	36,622	40,189
Depreciation	287	663	961	1,084	1,462
Gross Profit as % of Sales	48.3%	48.0%	47.8%	47.6%	47.1%
Net Profit as % of Sales	40.8%	39.9%	39.7%	39.6%	38.7%
General and Administrative Expenses as % of sales	8.3%	9.3%	9.2%	9.1%	9.5%

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Where Does Your Dollar Go?

Seagrams Five Star – 750 ml Retail Value - $20.74

GST – $1.27

PST - $1.27

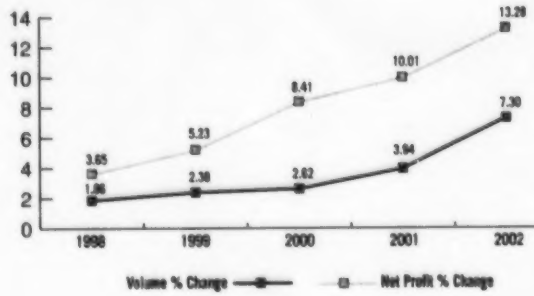
Environmental Protection and Wrap Taxes – $0.12

Federal Excise Tax - $3.32

Supplier's Share - $3.81

MLCC - $10.95

Cumulative % Profit & Volume



Product Sales In Millions

	Beer	Spirits	Wine	Coolers/Ciders
1998	165	145	49	7
1999	172	148	52	8
2000	175	152	58	9
2001	181	153	58	9
2002	193	154	63	13

Volume Sales - Millions Of Litres

	Beer	Spirits	Wine	Coolers/Ciders
1998	69.0	6.4	5.6	1.5
1999	69.0	6.3	5.8	1.8
2000	68.6	6.4	6.2	1.9
2001	69.5	6.4	6.3	2.0
2002	71.3	6.3	6.7	2.6

Per Capita Consumption In Litres

	Beer	Spirits	Wine	Coolers/Ciders
1998	60.7	5.6	4.9	1.3
1999	60.6	5.5	5.1	1.6
2000	60.0	5.6	5.5	1.7
2001	60.5	5.6	5.5	1.8
2002	62.0	5.5	5.8	2.3

Source: Statistics Canada CANSIM 11 table 051-0001
based on total population as of July 1 of each year.

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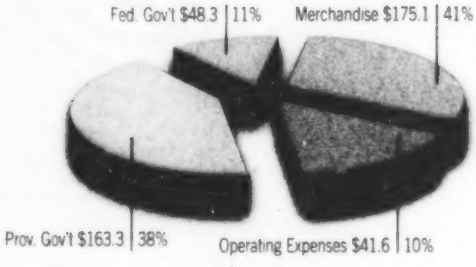

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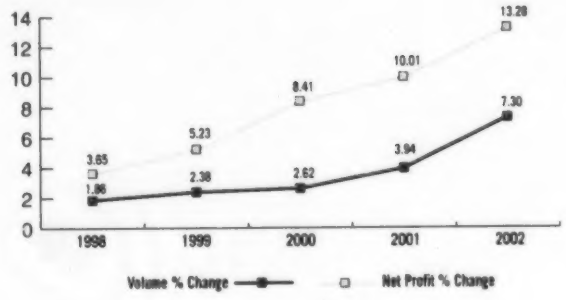

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Social Responsibility

Goal: *Promote the safe, healthy, responsible service and use of beverage alcohol.*

The MLCC works diligently to ensure that the promotion of social responsibility is core to all its activities.

Regulatory Function

This function is largely carried out by the Licensing and Inspection Department, which consists of Licences and Permits and Inspection Services.

The Licences and Permits area renews and issues approximately 3,046 hotel registrations and licences and 12,741 occasional permits annually. Staff also issued 5,263 photo-identification cards to young adults, representing a 14.8% increase over Fiscal 2001.

The Inspection Services area is responsible for the inspection of licensed premises and occasional permit functions to ensure compliance under *The Liquor Control Act*. In addition, Licensing and Inspection staff conduct seminars for licensees regarding changes to the act and its regulations, as well as Commission policies. They also assist those interested in obtaining a liquor licence.

Number Of Hotel Registrations And Licences

Class of Licence	1998	1999	2000	2001	2002
Hotel Registration	324	323	324	328	324
Retail - Beer Vendor	302	301	301	303	298
- Brewer's Retail	2	2	2	4	3
- Sacramental Wine	3	3	3	3	3
Beverage Room	292	291	286	287	279
Dining Room	1,069	1,085	1,110	1,133	1,133
Transportation	19	19	20	14	11
Cocktail Lounge	393	403	419	429	444
Cabaret	19	19	21	21	24
Spectator Activities	33	37	39	39	39
Private Club	256	260	265	267	265
Military Canteen	23	19	19	20	18
Sports Facility	115	132	139	146	150
Manufacturer's	44	49	53	53	55
Totals	**2,894**	**2,943**	**3,001**	**3,047**	**3,046**

Disciplinary Action

	1998	1999	2000	2001	2002
Licensees					
Administrative					
- warning letters	43	16	64	76	100
- meetings with Manager, Inspection Services	25	48	26	48	29
Total	**68**	**64**	**90**	**124**	**129**
Board					
- disciplinary hearings	46	32	35	38	45
- appeal hearings	9	13	4	9	6
Board Action					
- warnings	11	11	6	4	10
- suspensions	31	21	25	25	36
- cancellations	0	1	1	0	2
- other	3	0	3	6	2
Total	**45**	**33**	**35**	**35**	**50**
Total days suspended	**77**	**48**	**70**	**37**	**82**
Note: Board actions may not equal number of hearings due to appeals carried forward to next fiscal year, or more than one action taken at a hearing.					
Permittees/Hall Owners					
Administrative					
- warnings	22	12	16	21	13
- suspension of privileges	15	8	12	4	4
Total	**37**	**20**	**28**	**25**	**17**

Breaches of *The Liquor Control Act* can be handled administratively or through a hearing before the Licensing Board.

Where there is no previous record, the inspector may handle the matter through education of the licensee and staff.

Where there is a record of operation and the breach is of a less serious nature, administration may issue a letter of warning or meet with the licensee to discuss solutions to the problem. These letters/meetings form part of the licensee's record of operation.

Where there is a record of operation and the breach is of a serious nature, the matter is referred to the Licensing Board for a hearing. Appeals are heard by the Board of Commissioners.

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Inspections, Investigations And Educational Seminars

	1998	1999	2000	2001	2002
Licensed Premises					
Licensee visits	25,029	24,692	25,782	27,451	28,161
Investigations/final inspection of premises	610	622	*799	*852	*1,010
Education of licensees/their staff	317	254	**176	**194	**151
Total	**25,956**	**25,568**	**26,757**	**28,497**	**29,322**
Occasional Permits					
Inspections while in progress	2,422	2,424	2,030	1,903	1,658
Investigations prior to issue	1,377	1,246	1,031	1,098	1,033
Education of hall owners/permittees/public	317	272	164	113	114
Inspection of new banquet halls	10	13	76	76	70
Total	**4,126**	**3,955**	**3,301**	**3,190**	**2,875**
General and Public Concern Investigations	**1,571**	**1,652**	***1,221	***1,369	**1,296**

* Includes investigations by the licensing advisor on new facilities.

** Includes facilitations by the liquor inspectors of the "It's Good Business" course for servers. In Fiscal 2002, approximately 6,500 managers and servers completed the "It's Good Business" course through the Manitoba Tourism Education Council.

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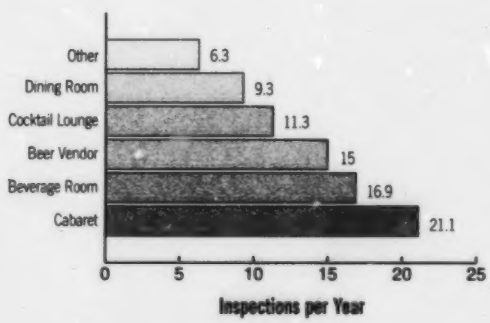
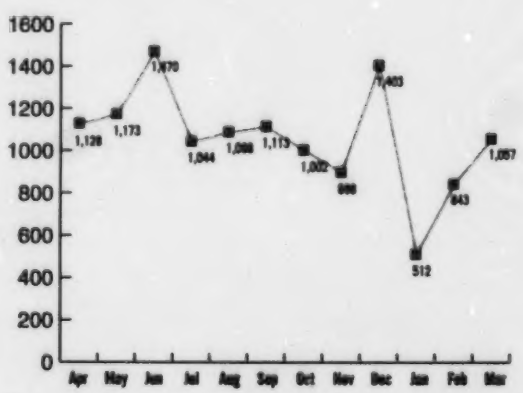
Average Number Of Inspections By Licence

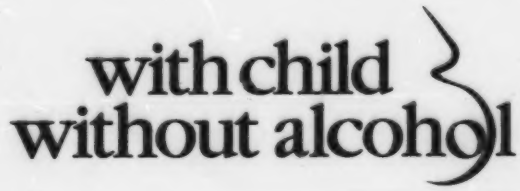


Occasional Permit Functions By Month



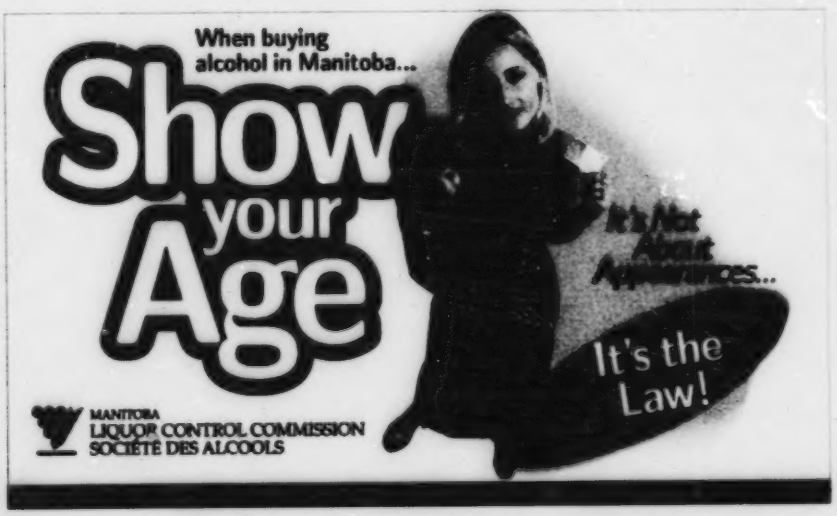
Educational Programs

With Child–Without Alcohol



In March 2002, the MLCC launched its largest social responsibility program ever. The public education and information program called "With Child - Without Alcohol" was developed to raise awareness to the dangers of consuming alcohol while pregnant. The program consists of an information kit and a toll-free public information telephone number (operated by the Interagency on Fetal Alcohol Syndrome) and is supported by television, radio, transit shelter and print advertising.

It's Good Business



Show Your Age

Aimed at customers 25 years of age and under, this continuing program reminds customers that they must show proof of age identification prior to purchasing alcohol. Posters, decals, buttons and pamphlets were distributed to licensed establishments throughout the province.

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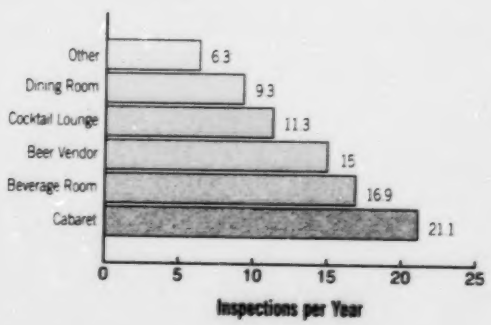

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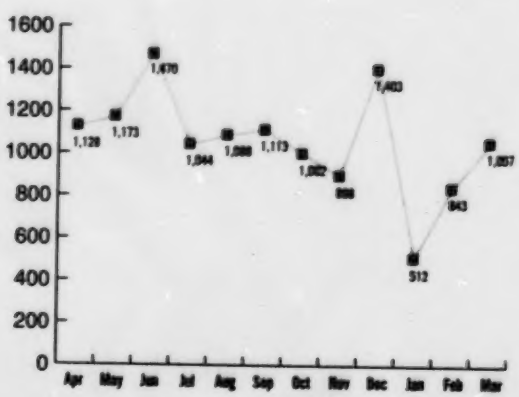

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with child without alcohol

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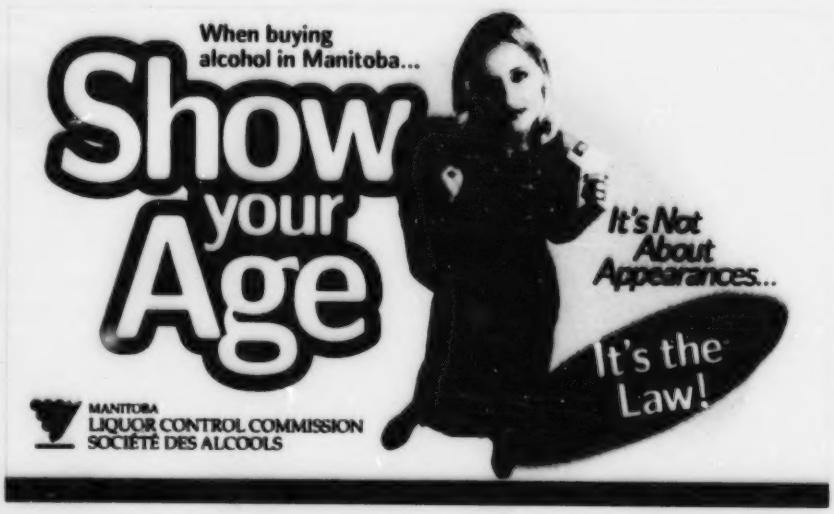
It's Good Business

The "It's Good Business" responsible server course became mandatory April 1, 2001 for all owner/managers and server/bartenders who work in licensed establishments. Training is offered by the MLCC's Inspection Services in Winnipeg and by the Manitoba Tourism Education Council throughout Manitoba. In Fiscal 2002, approximately 6,500 managers and servers were trained in methods to reduce over-service and over-consumption in licensed premises. The course was also offered to liquor vendors and by year's end, all vendors had completed the training.

IT'S GOOD BUSINESS
RESPONSIBLE SERVICE
Manitoba



Show Your Age

Aimed at customers 25 years of age and under, this continuing program reminds customers that they must show proof of age identification prior to purchasing alcohol. Posters, decals, buttons and pamphlets were distributed to licensed establishments throughout the province.

Live Life to the Max

Don't Buy for Minors/Don't Sell to Minors

In partnership with the Canadian Association of Liquor Jurisdictions (CALJ), the MLCC participated in the Canada-wide "Don't Buy for Minors/Don't Sell to Minors" public information campaign which ran in Liquor Marts, liquor vendors, retail beer vendors, universities and community colleges in September and October 2001.

Teens Against Drunk Driving (TADD)

In partnership with various TADD organizations throughout Manitoba, the MLCC promoted Addictions Awareness Week by using Liquor Mart bags decorated by school students with "Don't Drink & Drive" messages.

Partnerships and Additional Programs

The MLCC promoted various responsible sale and service programs, including the Designated Driver Program in partnership with the Addictions Foundation of Manitoba, Manitoba Public Insurance, the Manitoba Restaurant Association, the Manitoba Hotel Association, and the Manitoba Tourism Education Council. Support was also provided to Homefree New Year's Eve, the Reh-Fit Centre Healthy Living Awards, and the Municipal Alcohol Policy.

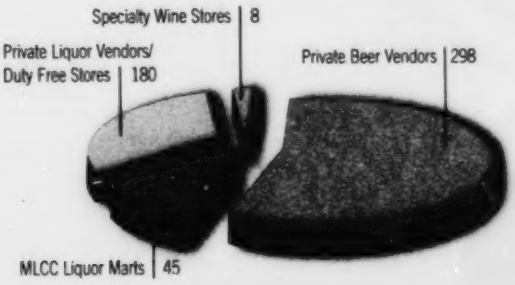
The staff continued to be active on the following committees:

- Responsible Service Committee
- Safe Grad/TADD Co-ordinating Committee
- Non-Potable Alcohol Abuse Coalition Committee
- Mothers Against Drunk Driving (MADD)
- Manitoba Addictions Awareness Week Co-ordinating Committee
- Downtown Winnipeg BIZ Community Safety Committee

Customer Service

***Goal:** To deliver a high level of service quality to our retail and commercial customers.*

Retail Outlets - 2002



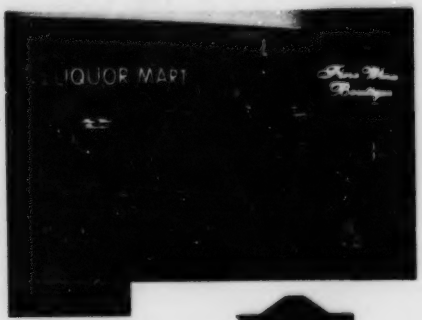
The MLCC is one of the largest buyers of beverage alcohol in the world, purchasing product from 1,000 suppliers in 50 countries. Through its Distribution Centre, it supplies 1,700 customers and annually processes over 63,000 orders, injecting approximately $1 million into the provincial transportation system for delivery services.

Liquor Mart Renovations and Expansions

In an effort to provide modern and convenient shopping experiences for our customers, the MLCC completed a number of renovations and expansions to Liquor Mart locations.

Winnipeg

A Beer Room was added in the **Main & Pritchard** Liquor Mart to better merchandise the beer selection. An expansion of the **Northdale Shopping Centre** Liquor Mart resulted in a modernized store with a new and exciting décor. The renovations included a new entrance and a "Customer Parcel Pickup" area at the rear of the store.
The **Main & Jefferson** Liquor Mart expanded to maximize aisle space and product presentation and a new "Fine Wines" section and a spacious Beer Room were added.



Rural

A "Fine Wines" section and Beer Corner were added to the **Flin Flon** Liquor Mart along with a new entrance and wider aisles. The **Churchill** Liquor Mart was upgraded and a new Beer Room was added. At the **Brandon Shoppers Mall** Liquor Mart, two new checkout counters were added and the entrance was modified to improve customer access.

The MLCC continues to enhance the shopping environment in Manitoba Liquor Marts through innovative marketing programs that promote our stores as a friendly, knowledgeable, progressive shopping destination for beverage alcohol needs. Programs are developed to enhance the customer shopping experience while creating a vehicle for beverage alcohol suppliers to market their brands in a responsible manner.

In-store displays, Limited Time Offers, Value-adds and a leading edge shelf management philosophy are core to creating an environment that is conducive to the effective merchandising of supplier brands. At the forefront of Liquor Mart programming is the AIR MILES® reward program. Liquor Mart involvement with AIR MILES® is also a reflection of our on-going commitment to improve customer service by rewarding customers, in a tangible way, for their business. The AIR MILES® reward program also offers a vehicle for suppliers to market their more profitable, image driven, brands.

The MLCC routinely conducts a Professional Shoppers program in Liquor Marts to ensure customer service levels are met. Liquor Marts are rated on customer service skills, product knowledge and store condition. In 2002, 10 Liquor Marts received Customer Service Shop awards for reaching a 100% rating, while 10 other stores received a 97% rating. These achievements represent a 10% point increase in customer service shops over two years!

Staff product knowledge training continued throughout the year with 20 employees completing the Higher Certificate Course. Full and part time retail staff continued to develop and sharpen their customer service skills through participation in a course titled *Where's the Bin 555?* This practical program provided participants with skills to better serve our customers, meet their needs and introduce them to "new taste" experiences.

To improve customer service in rural Manitoba, 44 liquor vendors attended product training sessions.

Public courses at the MLCC's Education Centre, located at the Grant Park Liquor Mart, continue to grow in popularity with customers. In addition to showcasing the expertise of our Product Consultants, the in-house kitchen allowed the MLCC to promote responsible consumption through the pairing of alcohol product and food.

In Fiscal 2002, eight Public Wine Appreciation Courses were offered drawing 140 participants. Over 330 participants took part in seminars on wine & chocolate, pickerel & product, scotch, beer, Canadian wine, port & sherry, cognac and champagne.

The MLCC web site, **www.liquormartsonline.com**, was revamped in the fall of 2001 to include new features such as informative pop-up windows, the Recipe of the Day, more emphasis on alcohol education and a Resources section that includes *The Liquor Control Act*, The MLCC Annual Report and other useful information in PDF format.

The site continues to be a popular resource for our customers and provides 24/7 access to information about Liquor Marts and the MLCC.

® Trade-marks of AIR MILES International Trading B.V. Used under licence by Loyalty Management Group Canada Inc. and The Manitoba Liquor Control Commission.

Business Effectiveness

Goal: *Conduct operations in a consumer-oriented and business-like manner, working in partnership with suppliers and commercial customers to identify and move to best industry practices.*

The MLCC continues to initiate new programs that will, in time, make the organization the best liquor jurisdiction in Canada. A number of significant initiatives in Fiscal 2002 have assisted in these efforts.

Liquor Act Changes

In August 2001, *The Liquor Control Act* was amended to create additional opportunities for licensees and liquor vendors, while balancing the public's concern for responsible sale in licensed premises. The most significant amendment allowed for the sale and service of alcohol on Sundays. Other highlights included:

- standardizing the hours of operation for licensed premises;
- allowing the interests of the public to be taken into account when determining the granting or cancellation of a licence;
- lowering the local membership requirements for veterans' association from 100 to 50 members to hold a private club licence; and
- creating new offences regarding disorderly conduct and intoxicated persons in and about licensed premises, and for persons using false or altered identification as proof of age.

The amendments to the act came about as a result of a Public Review in June 2000.

Category Management

The MLCC continues to work toward Category Management. In the Specialty Listing assortment, the in stock inventory service levels increased from 74% to 85%. After a number of developmental meetings early in the year, Category Management initiatives for General Listing products were started. A full time staff member was assigned to the MLCC LINK team to coordinate the Category Management activities. A software package was purchased and an external consultant was obtained to assist in the process development and implementation plan.

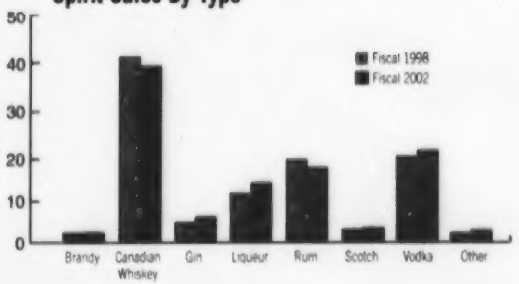
Inventory Management

In 2002, Warehouse distribution increased by 85,000 cases to 1.6 million cases, a 5.5 % increase over the previous year. Average inventory declined by 5.8% or 11,000 cases over the previous year. As a result of the increased distribution and more effective inventory management, the warehouse inventory turnover increased to 9.1 turns, a 12% improvement over the previous year.

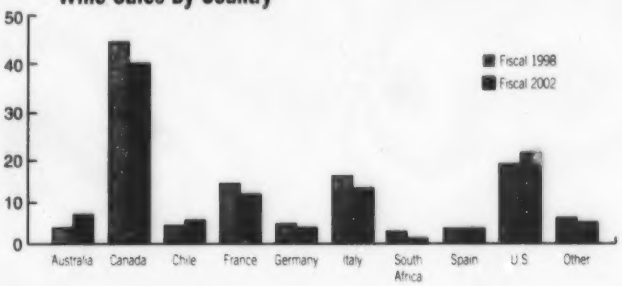
Listings: 2001-2002

spirits	**general list**	**519 brands**
	specialty list	**231 brands**
wines	**general list**	**649 brands**
	specialty list	**959 brands**
beer	**MLCC distributed**	**61 brands**
	privately distributed	**245 brands**
coolers/ciders	**general list**	**55 brands**
	specialty list	**5 brands**
TOTAL:	**2724 active listings as at March 31, 2002**	

Spirit Sales By Type



Wine Sales By Country



Research

In December 2001, the MLCC undertook a survey of liquor vendor customers. The survey was a follow-up to initiatives implemented in 2000 such as the new Liquor Vendor Operating Agreements, specially tailored product knowledge training and a higher discount. The results of the survey showed customer satisfaction at liquor vendors had improved in all measured areas.

A survey of young adult Liquor Mart customers was conducted in March 2002 to determine shopping attitudes and preferences and awareness levels of MLCC social responsibility programs. Young adults appear to be most influenced by price, in-store tastings and in-store merchandising. Many participants were unaware of Sunday openings, however, were very familiar with the MLCC's "Show Your Age" program.

Customer Processing

Customer processing at Liquor Mart check outs was improved by installing new thermal cash register printers, new keyboards, electronic journals and UPC scanners.

Workplace Quality

***Goal:** Promote a modernized work environment that allows employees to contribute to the effective implementation of plans and programs.*

Governance Review

The Board of Commissioners' Governance Committee initiated a comprehensive review of governance processes as a cooperative effort with the Board and management.

Enterprise Resource Planning (ERP) – LINK Project

In June 2001, the MLCC Board of Commissioners approved the go-ahead for the ERP project that will see 22 Head Office computer systems converted to an integrated system over the next two and a half years. The MLCC entered a software purchase contract with JDEdwards and a service contract with Deloitte and Touche for project management. The project was re-named *"LINK" – Linking Ideas and Networking Knowledge* and teams were assembled in the fall to begin the task of scoping and planning for the project.

Workplace Quality Survey

In November 2001, the MLCC undertook an employee survey to assess the organizational environment at the Commission. Employees were asked for feedback on their overall satisfaction with the MLCC as "a place to work". Following the survey results, a draft Action Plan was developed by the Executive to address employee concerns. An Action Plan Committee comprised of Managers from representative areas will be formed in the new fiscal year to continue to develop the Action Plan.

Training

- Nine employees were accepted into the Store Management Development Program (SMDP) in Fiscal 2002, bringing the total number of candidates registered in the program to 28. New courses were piloted and added to the internal training component of the program. They include coaching, personal strategies for navigating change etc. The completion of the Customer Service and Marketing & Inventory Management Manuals continues to build the on-the-job component.
- A manual was developed to assist in the training of new retail employees.

STAR Program

The Commission's employee recognition program, Superior Talent Awards Recognition (STAR), continues to recognize individuals and teams who demonstrate behaviors that exceed internal and external customer service expectations. In Fiscal 2002, the program recognized the outstanding performance of 79 individuals and 44 teams. In addition, managers handed out 168 On-the-Spot awards for excellent service and job performance.

LEGISLATIVE CHANGES

THE LIQUOR CONTROL ACT:

Bill 24, *The Liquor Control Amendment and Consequential Amendments Act*, received Royal Assent on July 6, 2001, was Proclaimed on July 11, 2001, and became effective on August 1, 2001. The provisions of Bill 24 are:

- clarifies that the Licensing Board may hold a hearing if a licensee breaches The Act or its Regulations, a condition of a licence, or an order of the Licensing Board or the Commission;
- clarifies notice and procedure of a hearing before the Licensing Board;
- allows members of the public to be heard at a hearing before the Licensing Board if a licensee no longer meets the needs and wishes of residents where the premises is located;
- allows the Licensing Board to impose terms or conditions on a licence or permit after a hearing;
- provides a requirement for an applicant for licence to meet the needs and wishes of residents where the proposed licensed premises is to be located;
- allows a liquor store or liquor vendor to sell liquor on Sundays from 12:00 noon to 6:00 p.m. with the exception of Easter Sunday;
- allows a municipality to adopt a by-law, or the Lieutenant Governor in Council to make a regulation in the case of a territory other than a municipality, restricting the operation of private clubs in the municipality on Sunday and prohibiting liquor stores, liquor vendors, beverage rooms and licensed retail premises in the municipality from opening for business or serving liquor on Sunday;
- provides specific wording for such a by-law by a municipality;
- prevents a municipality from imposing other conditions regarding the sale of liquor;
- provides an offence section for anyone contravening such a by-law or regulation;
- allows a dining room, cocktail lounge, cabaret, sports facility, spectator activities, and the holder of a transportation licence when its passengers are travelling intraprovincially by rail, excursion ship or bus, to begin selling and serving liquor at 9:00 a.m. Monday through Saturday;
- removes the 15-hour limit on the sale and service of liquor in a beverage room;
- allows a beverage room to sell and serve liquor on Sunday from 12:00 noon to 12:00 midnight, with the exception of Easter Sunday;
- allows a cabaret to sell and serve liquor without meals from 12:00 noon to 12:00 midnight on Sunday, with the exception of Easter Sunday;
- lowers the local membership requirement from 100 to 50 members for a veterans' association to hold a private club licence;
- removes the 15-hour limit on the sale and service of liquor in a private club;
- allows athletic or sports clubs to sell and serve liquor year-round;
- stipulates that a non-athletic or sports club wishing to serve liquor without meals on Sunday, may operate between the hours of 12:00 noon and 12:00 midnight, with the exception of Easter Sunday;
- removes the 15½-hour limit on the sale and service of liquor under a retail licence;

- allows the sale and service of liquor under a retail licence on Sunday from 12:00 noon to 12:00 midnight, with the exception of Easter Sunday;
- adds an offence section for licensees who allow minors in a cocktail lounge or cabaret if they are not accompanied by their parent, spouse or guardian;
- adds an offence section for licensees who allow any person in the licensed premises to give, sell or otherwise provide liquor to a person who is or appears to be intoxicated;
- adds an offence section for licensees who allow any person in the licensed premises who is or appears to be intoxicated, to remain in possession of liquor;
- allows a licensee to refuse entry or evict an intoxicated person or a person who provided liquor to an intoxicated person in the licensed premises;
- in addition to being disorderly in a licensed premises, makes it an offence for a person to be disorderly around a licensed premises;
- adds an offence section for persons attempting to purchase liquor or enter a licensed premises by presenting false or altered identification; and
- makes the possession or consumption of liquor by a minor a general rather than a major offence.

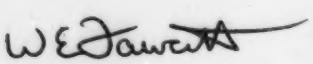
REGULATIONS:

- M/R 177/94, Liquor Licensing Regulation, was amended by M/R 99/2001, which was registered on June 28, 2001 and came into force on July 14, 2001.The amending regulation provides definitions of adult entertainment, adult entertainer, nude, and partially nude; where adult entertainment can be performed (no longer permitted in banquet halls); rules of conduct for adult entertainers and patrons; stipulation that serving staff cannot be nude or partially nude; and prohibits adult entertainment on a Sunday.
- M/R 200/94, Liquor Control (Miscellaneous Provisions) Regulation, was amended by M/R 133/2001, which was registered on August 24, 2001 and came into force on September 8, 2001. The amending regulation includes the hours of service of liquor by a manufacturer on Sunday.
- M/R 177/94, Liquor Licensing Regulation, was amended by M/R 134/2001, which was registered on August 24, 2001 and came into force on September 8, 2001. The amending regulation provides clarification that a licensee may purchase beer from a local retail beer vendor; that seniors' residences and developmental centres are now exempt from having to have and maintain full kitchens in order to apply for or hold a dining room licence; clarification of the requirement that food must be available in a beverage room at all times when it is in operation; a requirement that cabarets must provide a minimum of two hours of live entertainment between the hours of 8:00 p.m. and 2:00 a.m. Monday to Saturday, and between 6:00 p.m. and 12:00 midnight on Sunday; and clarification of which type of private club must have kitchen facilities and maintain a billing system to separately record food and liquor purchases on all bills given to a customer on Sundays.
- M/R 176/94, Licence Application and Appeal Regulation, was amended by M/R 153/2001, which was registered on October 3, 2001 and came into force on October 20, 2001. The amending regulation provides a new clause to specify that a written authorization granting the Commission permission to access information from a law enforcement agency, must be filed by an applicant in support of an application for liquor licence.
- M/R 115/89, Occasional Liquor Permits Regulation, was repealed on February 9, 2002.
- M/R 12/2002, Occasional Liquor Permits Regulation, was registered on January 28, 2002 and came into force on February 9, 2002. The new regulation reflects current practices and provides definition of terms; types of functions for which sale and no-sale occasional permits may be issued; process for approval of an application for occasional permit; ability of the Commission to set conditions, and a requirement for permit holders to comply with the set conditions; obligations of the permit holder are clearly spelled out; a provision that bartenders and security may not consume liquor at a permit event; and a provision that adult entertainment is not permitted.

The accompanying financial statements are the responsibility of Management and have been prepared in accordance with the accounting policies disclosed in Note 2. In Management's opinion, the financial statements have been properly prepared and of necessity, include some amounts based upon Management's best estimates and judgements.

As Management is responsible for the integrity of the financial statements, Management has established systems of internal control to provide assurance that assets are properly accounted for and safeguarded from loss.

D.V. Lussier
President & CEO



W.E. Fawcett
Acting Chief Financial Officer

Auditors' Report

To the Board of Commissioners
The Liquor Control Commission

We have audited the balance sheet of The Liquor Control Commission (an agency of the Government of the Province of Manitoba) as at March 31, 2002 and the statements of income and cash flows for the year then ended. These financial statements are the responsibility of The Liquor Control Commission's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of The Liquor Control Commission as at March 31, 2002 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Winnipeg, Canada
May 14, 2002

Grant Thornton LLP | Chartered Accountants

The Liquor Control Commission Statement of Income

(In Thousands)

Years Ended March 31	2002	2001
Sales	$ 422,604	$ 400,825
Cost of sales	223,464	210,135
Gross profit	199,140	190,690
Other income (Note 4)	5,827	5,629
	204,967	**196,319**
General and administrative expenses (Note 5)	40,189	36,622
Operating profit before depreciation	164,778	159,697
Depreciation (Notes 2 and 6)	1,462	1,084
Net profit paid or payable to the Province of Manitoba	**$ 163,316**	**$ 158,613**

See accompanying notes to the financial statements.

The Liquor Control Commission Balance Sheet

(In Thousands)

March 31	2002	2001
Assets		
Current		
Cash on hand and in banks	$ 14,685	$ 11,542
Accounts receivable - Province of Manitoba	1,375	1,375
Accounts receivable - claims and other	715	883
Inventory (Note 3)	17,630	17,054
Prepaids expenses and supplies	797	550
	35,202	**31,404**
Fixed assets (Note 6)	8,018	5,668
Long-term commitments - Province of Manitoba	44,079	41,898
	$ 87,299	**$ 78,970**
Liabilities		
Current		
Accounts payable - trade and other	$ 16,274	$ 12,435
Goods and services tax payable	2,060	2,028
Manitoba retail sales tax payable	992	884
Net profit payable to the Province of Manitoba	18,216	16,113
Environmental protection tax payable	121	112
Deferred licence fees	523	518
	38,186	**32,090**
Long-term		
Provision for employee pension benefits	40,914	38,734
Provision for retirement allowances	3,699	3,646
Non-interest bearing working capital advance provided by the Province of Manitoba	4,500	4,500
	$ 87,299	**$ 78,970**

Approved on behalf of the Commission

Chair of the Board

Chair of the Audit Committee

President and Chief Executive Officer

Acting Chief Financial Officer

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Chair of the Board

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President and Chief Executive Officer

Acting Chief Financial Officer

See accompanying notes to the financial statements

The Liquor Control Commission Statement of Cash Flows

(In Thousands)

Years Ended March 31	2002	2001
Increase (decrease) in cash on hand and in banks		
Operating activities		
Cash receipts		
Sales - spirits, wine, coolers/ciders and beer	$ 422,604	$ 400,825
Annual and supplementary licence fees and other	3,894	3,229
Goods and services tax	29,833	28,272
Manitoba retail sales tax	12,572	11,777
Manitoba WRAP tax	409	319
Environmental protection tax	1,653	1,537
	470,965	**445,959**
Cash disbursements		
Purchases - merchandise, federal duty, excise and sales taxes, etc.	221,408	209,960
General and administrative expenses	37,094	33,661
Goods and services tax	29,802	27,182
Manitoba retail sales tax	12,463	11,731
Manitoba WRAP tax	406	292
Environmental protection tax	1,644	1,532
	302,817	**284,358**
Net cash available from operating activities	**168,148**	**161,601**
Investing activities		
Acquisition of fixed assets	(3,775)	(1,760)
(Decrease) increase in holdbacks payable	(17)	22
Net cash used for investing activities	**(3,792)**	**(1,738)**
Net cash available for transfer	**164,356**	**159,863**
Transfers to Province of Manitoba		
Current year's net profit	145,100	142,500
Prior year's net profit	16,113	13,504
	161,213	**156,004**
Excess of cash receipts over disbursements and transfers	3,143	3,859
Cash on hand and in banks, beginning of year	11,542	7,683
Cash on hand and in banks, end of year	**$ 14,685**	**$ 11,542**

The Liquor Control Commission Statement of Cash Flows

(In Thousands)

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Cash on hand and in banks, end of year	**$ 14,685**	**$ 11,542**

See accompanying notes to the financial statements

The Liquor Control Commission Schedule of Sales, Cost of Sales and Gross Profit

(In Thousands)

Years Ended March 31, 2002

	Spirits	Wine	Coolers/Ciders	Beer	Total
Sales					
Stores	$ 104,292	$ 44,322	$ 7,415	$ 22,379	$ 178,408
Liquor vendors	29,237	5,154	2,378	3,096	39,865
Licensees	20,066	3,439	2,729	168,026	194,260
Specialty wine stores	-	9,896	175	-	10,071
Total sales for 2002	**$ 153,595**	**$ 62,811**	**$ 12,697**	**$193,501**	**$ 422,604**
Total sales for 2001	$ 152,661	$ 58,357	$ 9,209	$ 180,598	$ 400,825
Cost of sales					
Total cost of sales for 2002	**$ 61,555**	**$ 30,011**	**$ 6,700**	**$125,198**	**$ 223,464**
Total cost of sales for 2001	$ 61,244	$ 27,676	$ 4,856	$ 116,359	$ 210,135
Gross profit for 2002	**$ 92,040**	**$ 32,800**	**$ 5,997**	**$ 68,303**	**$ 199,140**
Gross profit for 2001	$ 91,417	$ 30,681	$ 4,353	$ 64,239	$ 190,690
Gross profit as a percentage of sales for 2002	**59.9%**	**52.2%**	**47.2%**	**35.3%**	**47.1%**
Gross profit as a percentage of sales for 2001	59.9%	52.6%	47.3%	35.6%	47.6%

See accompanying notes to the financial statements.

The Liquor Control Commission Notes to the Financial Statements

(In Thousands)

March 31

1. Nature of organization

The Liquor Control Commission was formed in 1923 as an agency of the Government of Manitoba under the Government *Liquor Control Act.* The Commission's mandate is to purchase, sell and regulate alcoholic beverages; to determine locations for retail liquor outlets; to licence and regulate facilities used by the consuming public; to provide revenue to the Province from the activities of the Commission; and to do all such things necessary to effect the provisions of *The Liquor Control Act.*

2. Significant accounting policies

a. Inventories of goods for resale are valued at cost.

b. Depreciation is provided on the declining balance basis at the following annual rates:

Automobiles	30%
Equipment and furnishings	20%
Paving	8%
Systems development	30%

Leasehold improvements are depreciated on a straight line basis over the remaining term of the lease or a minimum of five years.

c. Pension costs

Substantially all of the employees of the Liquor Control Commission are members of *The Civil Service Superannuation Act,* which is a multi-employer defined benefit pension plan available to all eligible employees of the participating organizations. Plan members will receive benefits based on the length of services and on the average of annualized earnings calculated on the best five years prior to retirement, termination, or death, that provides the highest earnings. The costs of the benefit plan are not allocated to the individual participating organizations and therefore such organizations are not able to identify their share of the underlying assets and liabilities of the plan. Accordingly, the plan is accounted for as a defined contribution plan as the Commission has insufficient information to apply defined benefit plan accounting.

Pension costs, included in salaries, benefits and pension costs, consist of the employer's share of pension benefits paid to retired employees, as well as the increase in unfunded pension liabilities during the fiscal year. This liability is determined actuarially every three years with the balances for the intervening years being determined by formula provided by the actuary. The most recent valuation was completed as at December, 1998. Contributions to the plan during the year by the Commission on behalf of its employees amounted to $2,180,628 (2001: $1,936,704) and are included in the statement of income.

d. Other income

Other income includes funding from the Province of Manitoba for the Commission's share of provisions provided for unfunded pension liabilities.

e. The Commission's financial instruments consist of cash, accounts receivable, amounts due to a related party and accounts payable. It is management's opinion that the Commission is not exposed to interest, currency or credit risks arising from these financial instruments. The fair value of these financial instruments approximate their carrying values, unless otherwise noted.

f. Use of estimates

In preparing the Commission's financial statements, management is required to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and reported amounts of revenue and expenses during the period. Actual results could differ from these estimates.

3. Inventory

	2002	2001
In bond merchandise	$ 10,255	$ 9,610
Duty paid merchandise	7,375	7,444
	$ 17,630	**$ 17,054**

The amount of unpaid and unrecorded Customs and Excise duties on owned merchandise held in bond is approximately $2,493 at March 31, 2002 (2001: $2,435).

4. Other income

	2002	2001
Long-term funding commitments - Province of Manitoba	$ 2,181	$ 1,937
Miscellaneous	1,026	869
Supplementary licence fees	750	751
Occasional permits additional fees	706	827
Annual licence fees and licence application fees	617	612
Occasional permits	255	290
Administration charges	208	234
Specialty wine store fees	50	32
Border point fees	34	77
	$ 5,827	**$ 5,629**

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5. General and administrative expenses

	2002	2001
Salaries, benefits, and pension costs	$ 25,098	$ 23,516
Leased premises - rentals (Note 7)	4,324	4,108
Advertising and promotions	1,309	1,009
Delivery charges	1,173	1,130
Maintenance and repairs	1,135	961
Utilities	1,101	939
Bank charges	852	686
Printing, postage and supplies	698	597
Staff training	570	251
Grants in lieu of taxes	522	508
Equipment rentals (Note 7)	503	463
Health and post secondary education tax levy	411	381
Alcohol education	393	107
Professional fees	380	387
Protective services	330	298
Miscellaneous	333	268
Communications	319	270
Travelling	199	203
Product analysis	161	145
Vehicle expenses	151	161
Community support	130	127
Crown Corporations Council levy	89	107
	$ 40,189	$ 36,622

6. Depreciation/fixed assets

	Cost	Accumulated Depreciation	2002 Net Book Value	2001 Net Book Value
Leasehold improvements	$ 4,101	921	$ 3,180	$ 2,460
Equipment and furnishings	3,652	1,535	2,117	1,909
Systems development	4,089	1,708	2,381	971
Automobiles	457	227	230	218
Paving	166	56	110	110
	$ 12,465	$ 4,447	**$ 8,018**	$ 5,668

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7. Long-term leases

a. The Commission leases its head office and 10 other buildings from the Government of the Province of Manitoba for the nominal sum of two dollars effective August 1, 1985, for a period of 99 years.

b. The Commission leases another 37 buildings. Leases have expiry dates ranging from 2002 to 2013.

The future minimum lease payments for each of the next five years and thereafter are as follows:

2003	$ 2,969
2004	2,824
2005	2,578
2006	2,322
2007	2,008
Thereafter	5,893

c. The Commission leases computer equipment. Leases on this computer equipment expire in 2006.

The future minimum lease payments for each of the years to the expiry of the lease contracts are as follows:

2003	$ 410
2004	303
2005	167
2006	87

8. Contingent liability

a. Legal action has been taken against the Commission by DFS Ventures contesting the Commission's right to collect markup on any liquor sold to DFS Ventures. The outcome of this action and the amounts involved are not determinable.

b. Legal action has been taken against the Commission by the six stand-alone private wine stores claiming the Commission's interference with their economic interests, abuse of public authority and breach of contract. The outcome of this action and the amounts involved are not determinable.

c. Legal action has been taken against the Commission by the two specialty food and wine private wine stores claiming discriminatory action by the Commission under *The Competition Act* with regard to the discount structure. The outcome of this action and the amounts involved are not determinable.

9. Comparative figures

Prior year's comparative figures have been restated, where necessary, to conform with the financial statement presentation adopted for the fiscal year ended March 31, 2002.

Liquor Stores

The Commission's 45 self-serve stores operate in the following areas:

Rural

Beausejour
Brandon – 10th & Victoria Avenue
Brandon Shoppers Mall
Carman
Churchill
Dauphin
Flin Flon
Gimli
Killarney
Lac du Bonnet
Minnedosa
Morden
Neepawa
Pine Falls
Portage la Prairie
Roblin
Russell
Selkirk
Swan River
The Pas
Thompson
Virden

Winnipeg

Charleswood, 27-3900 Grant Avenue
cityplace
Crestview Shopping Centre
Dominion Shopping Centre
Eastwinds Shopping Centre
Fort Garry, 1235 Pembina Highway
Fort Richmond, 2855 Pembina Highway
Grant Park Plaza Shopping Centre
Hargrave & Ellice
Madison Square
Main & Jefferson
Main & Pritchard
Northdale Shopping Centre
Northgate Shopping Centre
Portage & Ainslie
Portage & Burnell
River & Osborne
St. Vital Square
Southdale Shopping Centre
Transcona Square
Tuxedo Park Shopping Centre
Tyndall Market Mall
Winnipeg Square

Liquor Vendors

Liquor vendors are partners with the Manitoba Liquor Control Commission. By combining liquor sales with their existing business, these local entrepreneurs help to ensure their viability. There are currently 177 liquor vendors operating in Manitoba.

Alexander	Stahl's Food Mart
Alonsa	Fashoway Café & Confectionery
Altona	Altona Cleaners Ltd.
Amaranth	Bayside Bargains
Anola	Anola Lucky Dollar
Arborg	Arborg Pharmacy
Argyle	Brindley's
Ashern	Ashern Pharmacy
Austin	L & L Austin Solo
Baldur	Baldur Variety Store
Belmont	Belmont Hardware
Benito	Benito Pharmasave
Binscarth	Binscarth Grocery & Meats
Birch River	Birch River Sporting Goods & Hardware
Bird River	Tall Timber Lodge
Birds Hill	Birds Hill Store
Birtle	Birtle Midtown Convenience
Bissett	Bissett Variety
Boissevain	Hazlewood Enterprises
Bruxelles	Marginet's Grocery & Hardware
Camperville	Lakeside Grocery Inc.
CFB Shilo	Bx Shopping Centre
Carberry	Spud City Food Mart Ltd.
Cartwright	Cartwright Health Centre
Clandeboye	Clandeboye Store
Clearwater Lake	Wally's Place
Cranberry Portage	Streamer Hardware
Cypress River	Cypress River Lucky Dollar
Deloraine	Myrna's Fabric Boutique
Dominion City	Mike's Bigway
Dugald	Dugald Convenience Store
Elgin	West Elgin Mall
Elie	Elie Grocery Store
Elkhorn	Twin Valley Co-op Ltd.
Elm Creek	Elm Creek Grocery
Elma	Lycar Solo
Emerson	Holly's Food & Hardware Ltd.
Erickson	Mountain Park Pharmacy
Eriksdale	Shop Easy Foods
Ethelbert	Lawlor's Economy Store
Falcon Lake	Falcon Lake Drugs
	Lumber One Building Supplies
Fisher Branch	Fisher Branch Health Centre
Fraserwood	J & J Store
Garson	Garson Grocery Ltd.
Gilbert Plains	Gilbert Plains Pharmacy
Gillam	Shamdon Enterprises Ltd.
Gladstone	Gladstone Pharmacy
Glenboro	Glenboro Pharmacy Ltd.
Glenella	Presentanz's General Store
Glenora	Glenora Mall
Grand Marais	Grand Marais Village Store
Grand Rapids	Grand Rapids Esso
Grandview	Grandview Home Hardware
Great Falls	Great Falls Foods
Grindstone	Grindstone General Store
Gull Lake	Sherwood Grocery
Gypsumville	Rawluk's Grocery & Pro Hardware
Hadashville	Kiedyk's Convenience Store
Hamiota	Rawlings Home Hardware
Hartney	Hartney Variety Store
Hecla	Hecla Island General Store
Hodgson	Skibinski's General Store
Holland	Holland Home Hardware
Ile-des-Chênes	Ile-des-Chênes Country Store
Inglis	K & G Food Centre
Inwood	Inwood Food Town
Kelwood	Kelwood Store
Kenton	Houston's
Komarno	Komarno Quality Store
La Broquerie	Le Bon Ami
La Salle	Jeni's Food & Hardware
Lake of the Prairies	Kilman Resort
Lake Metigoshe	Jasper's Holiday Hills Resort
Langruth	Farncombe's Food Centre
Laurier	Fosberry Foods
Leaf Rapids	Leaf Rapids Pharmacy
Lee River	Camp Hide-Away
Letellier	Gallant's Lucky Dollar
Lockport	Lockport Grocery
Lorette	Chez Heather Shop
Lundar	Lundar Pharmacy Ltd.
Lynn Lake	Clarke's Pharmacy
MacGregor	MacGregor Lo-Cost (1993)
Mafeking	Doan's General Store
Manitou	Manitou Pharmacy
Manapolis	Pouteau Foods
McAuley	McAuley Country Grocery Co-op Ltd.
McCreary	Reischek's Pharmacy
Melita	Liquid World
Miami	Westaway's Pharmacy

Liquor Vendors

Miniota	Andrew Agencies Ltd.
Minitonas	Nemetchek Enterprises 1992
Minto	Community Market
Moosehorn	Moosehorn Consumers Co-op Ltd.
Morris	Morris Super Variety
Narrows	The Narrows General Store
Newdale	Parkway Insurance
Ninette	Jansen General Store
Notre Dame	Notre Dame Shopping Centre
Nutimik Lake	Nutimik Lodge
Oak Lake	Valleyview Oak Lake Co-op
Oakbank	Family Fare
Oakburn	Oakburn Foodtown
Oakville	Oakville Super Market
Onanole	Onanole General Store
Pierson	Phair Sports Ltd.
Pilot Mound	Dobson's Foods Ltd.
Pinawa	Northern Stores Inc.
Pine River	Semeniuk's Groceteria
Pipestone	Corral Foods
Plumas	Plumas Stop & Shop
Pointe du Bois	Lee Dale Developments Ltd.
Poplarfield	King Buck Inn
	Poplarfield Groceteria
Rapid City	Waldon Insurance Agencies Ltd.
Rathwell	Rathwell Solo & Hardware
Rennie	Rennie General Store
Reston	Reston Drugs
Richer	Burnells Food Plus
Ridgeville	Ridgeville Cooperative Community Club
Rivers	Rivers Super Thrifty Drug Mart Ltd.
Riverton	Riverton General Store
Roland	Roland E-Z Mart
Rorketon	Bonnett Insurance Agencies
Rossburn	L.P.K. Enterprises
St. Adolphe	B & J Groceries
St. Ambroise	Ducharme's General Store
St. Claude	Philippot Shop Easy Foods
St. Eustache	Magasin Beaudin Store
St. Francois Xavier	S.F.X. Country Store
St. Jean Baptiste	St. Jean Home Centre
St. Laurent	Depanneur Entre-Lacs
St. Lazare	J.C. & O.J. Ltee
St. Malo	St. Malo Co-operative Ltd.
St. Pierre-Jolys	Mulaire's Shop Easy
Ste. Agathe	De Panneur Cheyenne Convenience Store
Ste. Anne	Ste. Anne Sundries
Ste. Rose du Lac	Ste. Rose Variety Shop (2001)
San-Clara	Browser's Country Store
Sandy Lake	Sandy Lake Hardware
Sanford	Sanford Lumber & Building Supply
Sarto	Sarto General Store
Seven Sisters	Genie's Gift & Novelties
Shoal Lake	The Far Side Gifts
Sifton	Boguski Grocery
Snow Lake	Northern Stores Inc.
Somerset	DeCosse Foods
Souris	Souris Valley Foods
Sprague	Carl's Solo Store
Springfield	Garven Grocery Store
Starbuck	Dawn Til Dusk Convenience Store
Steep Rock	Steep Rock General Store
Stonewall	Stonewall Pharmacy Ltd.
Stony Mountain	Mountainview General Store
Strathclair	Strathclair Consumers Co-op Ltd.
Sundown	Baba & Gido's
Swan Lake	Stevenson's Pharmacy Ltd.
Teulon	Teulon Super Thrifty Drug Mart
Tolstoi	Tolstoi Super Mart
Traverse Bay	Traverse Bay Corner Store
Treherne	Treherne Pharmacy
Vassar	Vassar General Store
Vita	Sumthing Special Florist & Gift Shop
Wabowden	Dwyer's General Store
Wanless	BJ Sales Service-Rentals
Warren	Pete's General Store
Waskada	Wilbro Enterprises Inc.
Waterhen	Waterhen General Store
Wawanesa	Gullett Pro Hardware
Westbourne	Yellowhead Food 'N' Fuel
West Hawk Lake	West Hawk Lake Resort
Whitemouth	Whitemouth Sundries
Winnipeg Beach	Beach Remedies
Winnipegosis	Winnipegosis Meat Market
Woodlands	Studler's General Store
Woodridge	Woodridge General Store